



LEADERSHIP COMPETENCY: BUILDING TEAMS

**“Talent wins games, but teamwork and intelligence wins championships.”
- Michael Jordan**

Defining Characteristics

- Able to both create and facilitate a team toward accomplishing its purpose.
- Communicates team objectives in ways that create a strong sense of shared goals.
- Supports the development of processes that will help members solve problems and make appropriate decisions that lead to successful implementation.
- Builds trust and reduces incompatible behavior between individuals or parties whose interests differ.
- Understands the need for diversity of opinion and respects cultural differences.
- Develops the capability of team members to act collectively.
- Skilled at understanding the dynamics of a work group and knowing when and where to intervene.
- Encourages, accepts and utilizes feedback constructively.

Development Activities

1. Offer to take on the leadership role of a task group that has high visibility and high importance to the organization. Find a mentor or coach to help draw out your learnings.
2. Promote bringing customers, both internal and external, into the team as early as possible.
3. Create rewards and recognition for team performance, not just individual contributions.

Development Activities (cont.)

4. When creating geographically dispersed teams, speak with each potential team member by telephone (or in person, if possible) to thoroughly explain the purpose of the team, start building the relationship, and solicit their views on the team early on.
5. Get ideas from a peer or associate who is particularly good at managing team creation, team development and team conflict.
6. Find ways to learn about, and then maximize, the unique strengths and abilities of each team member.
7. For the first few meetings of a new group, spend a few minutes at the end of the meeting to debrief the process – what went well, what can be done differently next time.

Recommended Reading

1. Brett, Jeanne; Behfar, Kristin; Kern, Mary C., “Managing Multicultural Teams”, Harvard Business Review, Nov. 2006.
2. Buchholz, Steve, and Tomas Roth. Creating the High-Performance Team. New York: John Wiley & Sons, 1987.
This is a distillation of techniques and experiences in team building. Supports learning how to encourage two-way communication, dealing with conflict, and making the most of meetings. Good case studies and role-playing exercises.
3. Dyer, William. Team Building: Issues & Alternatives. Reading, MA: Addison-Wesley, 1995.
One of the Addison-Wesley series of books to explain organization development practices. Helps managers develop a more systematic approach to team building in their organizations.
4. Fisher, Kimball. Leading Self-Directed Work Teams: A Guide To Developing New Team Leadership Skills. McGraw–Hill, New York, 1993.
This book takes a candid look at the challenges, intricacies, and rewards of changing from a traditional supervisor to a confident SDWT leader. It focuses on hundreds of practical, time-tested techniques for developing the business, interpersonal, and technical capabilities of a team.
5. Guillory, Bill & Galindo, Linda. Empowerment for High-Performing Organizations. Innovations International Inc. Salt Lake City, Utah, 1995.
6. Hill, Andrew with John Wooden. Finding Success in the Teachings of a Lifetime. Simon & Schuster, New York, 2001.
Lessons learned from UCLA’s John Wooden “Coach of the Century” on how to build successful teams, by former UCLA basketball player, Andrew Hill.

7. Katzenbach, Jon R. and Douglas K. Smith. "The Discipline of Teams". Harvard Business Review, March-April 1993, Vol. 71 & No. 2.
8. Lencioni, Patrick, Overcoming the Five Dysfunctions of a Team, Jossey Bass, San Francisco, 2005
Provides tools, exercises, and examples of how to overcome team dysfunctions.
9. Marquardt, Michael J., and Horvath, Lisa, Global Teams: How Top Multinationals Span Boundaries and Cultures with High-Speed Teamwork, Davies-Black, Palo Alto, CA 2006.
Examines the foundation of global teams—culture and technology—and presents practical advice on how to build trust, develop effective leaders, and motivate team members.
10. Niemela, Cynder, and Lewis, Rachael, Leading High Impact Teams: The Coach Approach to Peak Performance, High Impact Publishing, Laguna Beach, 2001.
11. Rapaport, Richard. "To Build a Winning Team: An Interview With Head Coach Bill Walsh." Harvard Business Review, January-February 1993, Vol. 71 & No. 1.
12. Schwarz, Roger M., The Skilled Facilitator: Practical Wisdom for Developing Effective Groups, Jossey-Bass Management, San Francisco, 1994.
13. Wellins, Byham & Wilson. Empowered Teams: Creating Self-Directed Work Groups That Improve Quality, Productivity, and Participation. San Francisco: Jossey-Bass, 1991.
14. Whitney, Diana Appreciative Team Building: Positive Questions to Bring Out the Best of Your Team. I-Universe.Inc. 2003

Other Resources

1. Outward Bound – Provides highly experiential wilderness programs in urban centers to build leaders and teams. <http://www.outwardbound.org/index.php>
2. "Supreme Teams: How to Make Teams Really Work," www.amazon.com
Presents a systematic approach to teambuilding. Includes video, interactive handbook, and both facilitator's and participant's guides.
3. "We've Got to Stop Meeting Like This!" www.amazon.com
One of the first steps to high performing teaming is to have productive meetings. Shows how to turn even the most misdirected meetings into organized sessions where participants are valued, focused, and involved.
4. "Encouraging Manager," www.amazon.com.
Explores what it takes to create an environment where everyone can do his or her best, without fear. This International Film and Video Festival "Silver Screen Award" winner offers clever workplace scenarios, often-humorous visuals, and simple, practical action steps.

5. "How to Coach an Effective Team," www.amazon.com
Reprogram yourself to think more like a coach, less like a manager to unlock the potential in every member of your team. Strengthens you in utilizing 4 critical behaviors you must develop as a leader: listening, giving feedback, encouragement, and recognition.
6. "Coaching a Winning Team," Stanford Graduate School Business Executive Briefings Video Programs, 800-989-8273, 415-381-9363
Highlights: Building credibility and consensus in a vision; Using enthusiasm to turn around team motivation; and identifying and using complementary strengths in a team.
7. "Jamie's Kitchen: 15 Lessons on Teamwork," Coastal AMI 1-888-202-8345
www.coastalami.com.
This video provides easy-to-remember learning points to improve your team skills and establish goals and expectations.
8. "Team Nightmares: Solutions to Your Top Team Problems, Volumes I and II," Coastal AMI 1-888-202-8345 www.coastalami.com.
This two-volume training series gives you A to Z information for creating synergy and keeping your teams under control and on track.